ABSTRACT

1. Introduction

Business environment all over the world is changing very fast owing to speedy up of the process of globalization making it obligatory for the business schools to become quality and cost conscious. Moreover due to new policy changes and a new set of expectations of the employees it has become a general need among the managerial cadre to develop a culture suitable to the employee requirements in order to ensure higher productivity. To cope with that changing environment, the business schools shall have to be equally dynamic with clear vision and perception. The most important building blocks for a highly successful institution and an extraordinary workplace is “Organizational Culture”.

Moreover job satisfaction reflects an employee’s overall assessment of their job particularly their emotions, behaviors, and attitudes about their work experience. It has theoretical and practical utility for the field of psychology and has been linked to important job outcomes including attitudinal variables, absenteeism, employee turnover, and job performance. Thus it is one of the most heavily researched topics in industrial / organizational psychology.

The idea of viewing organizations as cultures – in which there is a system of shared meaning among members – is a relatively recent phenomenon. Until the mid – 1980s, organizations were, for the most part, thought of simply as rational means by which to coordinate and control a group of people. They had vertical levels, departments, authority and relationships. But organizations have much more. They have personalities too, just like individuals. They can be rigid or flexible, unfriendly or supportive, innovative or conservative. The organizational theorists acknowledge this by recognizing the important role that culture plays in the lives of the organization members. Interestingly though, the origin of culture as an independent variable affecting an employee’s attitudes and behavior can be traced back more than 50 years ago to the notion of institutionalization.
Institutionalization operates to produce common understandings among the members about what is appropriate fundamentally and having meaningful behavior. When an organization takes on institutional permanence, acceptable modes of behavior become largely self-evident to its members. This is essentially the same thing that organizational culture does. The simplest definition of culture is the way we do things around here. It is a combination of values and beliefs, norms of behavior that are acceptable, or otherwise, written policies, pressures, and expectations coming down from the top, formal and informal systems, processes and procedures, and networks. The culture of an organization is a product of history, a variety of external and internal influences, priorities and values of key people in it.

1.1 Meaning of Organizational Culture

Organizational environment becomes culture if it is used for motivating people. Organizational culture is intangible. It is an invisible hand which guides the employees of the organization for better performance and more satisfaction. It influences everybody and is also influenced by everybody’s thinking and action. The success of any organization depends on its culture, as it is an invisible power governing the organization. Culture of any organization is its soul which makes its functional possible, lively and effective. The organizational culture is viewed as the corporate image by general public. It enjoys market, production and financial functions.

Thus organizational culture is an invisible power, belief, common perception and understanding of the organization. This unique feature of organization makes it distinctive from other organizations. For example - the culture of a large organization, for profit is quite different than that of a hospital, which in turn is quite different than that of a university, one can tell the culture of an organization by looking at the arrangement of its furniture.

1.2 Formation of Culture in an Organization

The original culture is derived from the founder’s philosophy. This, in turn, strongly influences the criteria used in hiring. The actions of the current top management set the general climate of what is acceptable behavior and
what is not. How employees are to be socialized will depend both on the
degree of success achieved in matching new employees’ values to those of the
organization’s in the selection process and on top management’s preference
for socialization methods.

Organization cultures are developed and reinforced in a variety of
ways. There are five primary and five secondary cultural development
mechanisms. The five primary mechanisms are:

- What leaders pay attention to.
- Leaders’ reactions to critical incidents and organizational crisis.
- Deliberate role modeling, teaching, and coaching.
- Criteria for allocation of rewards and status.
- Criteria for recruitment, selection, promotion and retirement of
  employees.

1.3 Meaning of Job Satisfaction

The term job satisfaction was brought to limelight by Hoppock (1935).
Job satisfaction refers to a general attitude towards work by an individual
worker. To the extend that a person’s job fulfills his dominant needs and was
consistent with his expectations and values, hence the job would be satisfying.
Often job satisfaction and work motivation are treated as the same. However,
job satisfaction is concerned with feelings one has towards the job, and work
motivation is concerned with the behaviors that occur on the job.

Satisfaction is hedonistic (considering pleasure and happiness as the
chief goal) response of liking or disliking the attitude object. Also individuals
tend to approach those things with which they are satisfied and avoid those
things with which they are dissatisfied. As a result, job satisfaction is
frequently associated with job behavior such as work motivation.

Thus, Organizational culture is concerned with how employees
perceive the characteristics of an organization’s culture, not with whether or
not they like them. It is a descriptive term. Research on organizational culture
has sought to measure how employees see their organization: whether it
encourages teamwork or rewards innovations. In contrast, job satisfaction seeks to measure affective responses to the work environment. It’s concerned with how employees feel about the organization’s expectations and reward practices. Although the two terms undoubtedly have overlapping characteristics however organizational culture is descriptive, while job satisfaction is evaluative.

2. Importance of the Study

One of the reasons of this study is to help the business schools to create a high degree of culture which helps in high performance. In the past 25 years, the concept of organizational culture has gained wide acceptance for it focuses attention on the human side of organizational life, and finds significance and learning in even its most ordinary aspects. It clarifies the importance of creating appropriate systems of shared meaning to help people work together toward desired outcomes and it requires members especially leaders, to acknowledge the impact of their behavior on the organization’s culture.

Organizational culture is possibly the most critical factor determining an organization’s capacity, effectiveness, and longevity. It also contributes significantly to the organization’s brand image and brand promise. It encourages the view that the perceived relationship between an organization and its environment is also affected by the organization’s basic assumptions. Organizational culture creates energy and momentum. The energy will permeate the organization and create a new momentum for success. Thus it helps the business schools in the following ways-

- It makes employee feel they are part of a team
- It encourages open communication
- It stresses quality
- It lays emphasis on profit sharing
- It motivates for distinctions in ranks

Thus this study is going to give importance to sense of pride, self satisfaction, stability, social recognition, standard of performance, discipline which will be developed among the employees through organizational culture.
Thus increased competition, mergers, acquisitions, alliances, and various workforce departments have created a greater need for organizational culture and has become an important pattern for the organization’s development.

3. Objectives of the Study

The broad objective of the research is to study the organizational culture, job satisfaction and their relations. The specific objectives of the study are as follows:

1. To study the organizational culture and job satisfaction prevalent in the business schools in Pune city.
2. To evaluate the impact of organizational culture on the job satisfaction of the teaching staff working in business schools in Pune city.
3. To find the effect of demographic features on organizational culture and job satisfaction.
4. To find the various factors which form the organizational culture.

4. Hypotheses of the Study

Since the study is exploratory in nature, no specific hypotheses have been framed. However to give a proper direction to the study in light of objectives, following hypotheses have been framed. The study included the following prime hypotheses and a set of sub hypotheses:

4.1 Prime Hypothesis

$H_{01}$: There is no significant effect of organizational culture on the job satisfaction of the teaching staff working in business schools in Pune city. i.e. $\beta=0$

Its Sub Hypotheses

- $H_{11}$. There is no significant effect of organizational culture on the management support of the teaching staff working in business schools in Pune city. i.e. $\beta=0$
• H2. There is no significant effect of organizational culture on the working environment of the teaching staff working in business schools in Pune city. i.e. $\beta = 0$

• H3. There is no significant effect of organizational culture on the educational instruments of the teaching staff working in business schools in Pune city. i.e. $\beta = 0$

• H4. There is no significant effect of organizational culture on the job related aspects of the teaching staff working in business schools in Pune city. i.e. $\beta = 0$

• H5. There is no significant effect of organizational culture on the motivational aspects of the teaching staff working in business schools in Pune city. i.e. $\beta = 0$

• H6. There is no significant effect of organizational culture on the perception about AICTE and university of the teaching staff working in business schools in Pune city. i.e. $\beta = 0$

• H7. There is no significant effect of organizational culture on the perception about directors of the teaching staff working in business schools in Pune city. i.e. $\beta = 0$

• H8. There is no significant effect of organizational culture on the perception about students of the teaching staff working in business schools in Pune city. i.e. $\beta = 0$

4.2 Prime Hypothesis

$H_{02}$: There is no significant effect of demographic profile on organizational culture.

Its Sub Hypotheses

• H1. There is no effect of age group on organizational culture.

• H2. There is no effect of gender on organizational culture.

• H3. There is no effect of marital status on organizational culture.

• H4. There is no effect of employee status on organizational culture.

• H5. There is no effect of designation on organizational culture.
• H6. There is no effect of educational qualification on organizational culture.
• H7. There is no effect of working experience on organizational culture.
• H8. There is no effect of current monthly income on organizational culture.

4.3 Prime Hypothesis

H_{03}: There is no significant effect of demographic profile on job satisfaction.

Its Sub Hypotheses

• H1. There is no effect of age group on job satisfaction.
• H2. There is no effect of gender on job satisfaction.
• H3. There is no effect of marital status on job satisfaction.
• H4. There is no effect of employee status on job satisfaction.
• H5. There is no effect of designation on job satisfaction.
• H6. There is no effect of educational qualification on job satisfaction.
• H7. There is no effect of working experience on job satisfaction.
• H8. There is no effect of current monthly income on job satisfaction.

5. Research Methodology

In order to study the objectives developed for the study, an exploratory survey research design is used. A questionnaire was designed to find out the organizational culture existing in these business schools, the level of job satisfaction among the teaching staff and the impact of organizational culture on the job satisfaction of the teaching staff.

A pilot study was conducted to test the questionnaire on a group of 40 teaching staff of business schools. The questionnaire was then changed on the
basis of the results to make it more reliable. Many questions were deleted as they were found to be similar with other questions. The instrument was tested for its reliability using coefficients (Cronbach’s Alpha). The alpha value for the questionnaire on organizational culture was found to be 0.891 and for job satisfaction the alpha value was found to be 0.936 which is considered to be highly reliable.

5.1 Universe

Universe refers to the population of the study. Since the study is on the teaching staff working in the business schools in Pune city hence all the staff will constitute the population of the study. Pune is considered to be an education hub of India, due to which for the study, the entire business schools of Pune city have been considered to be the population of the study.

5.2 Sample Size

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole. When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey. The major stakeholders of these business schools are the teaching staff. The number of recognized management institutions during the year 2010-11 were 64 with an intake of 458 teaching staff in business schools in Pune city.

The sample size for the study consisted of 250 teaching staff from 32 business schools (which was 50 % of total number of business schools in Pune city) by using simple random sampling method. The questionnaires were administered to all the 250 teaching staff of 32 business schools and were collected. Out of 250 filled in questionnaires 44 questionnaires were rejected due to incomplete and improperly filled. The final questionnaires consisted of 206 respondents. This represents about 45% of the population and can be considered to be the representative of the population.
5.3 **Sampling Method Used**

In the study a convenient sampling method was used for the teaching staff.

5.4 **Geographical Area of Research**

The study has been focused on the teaching staff of business schools in Pune city.

5.5 **Data Collection**

5.5.1 **Primary Data**

The data was collected through structured questionnaire. The researcher had collected the questions through the Model developed by Mudgil, Y., Muhar, I.S., & Bhatia, P., National Psychological Corporation, Agra, India. And Organizational Culture Model developed by Schein, E.H.(2004), Organizational Culture and Leadership, Jossey-Bass, San Francisco, CA and self administered questions for the teaching staff of business schools in Pune city.

5.5.2 **Secondary Data**

The secondary data was collected through published data from various sources such as government publications for business and trade, foreign business publications, technical and trade journals, reference books related to management, business magazines, reports and publications of various associations connected with business and industry, reports prepared by research scholars, universities & economists, public records, statistics and Internet.

5.6 **Data Collection Tools/ Instruments**

The structured questionnaire was divided into three sections:- Section A, Section B, and Section C. The **Section A** contains questions which are related to name, age, gender, marital status, contact no, name of the institution, place, employee status, designation, educational qualification, working experience and current monthly income, whereas **Section B contains** 53
questions which are related to job satisfaction which is further sub-divided into 8 sub parts on the following criterias:

a) Management Support : with 8 questions  
b) Working Environment : with 8 questions  
c) Educational Instruments : with 6 questions  
d) Job Related Aspects : with 8 questions  
e) Motivational Aspects : with 10 questions  
f) Perception about AICTE and University : with 5 questions  
g) Perception about Directors : with 5 questions  
h) Perception about Students : with 3 questions

**Section C** consists of 30 questions related to organizational culture.

This questionnaire was used to measure organizational culture and job satisfaction on five point likert scale, where 1 denotes strongly disagree, 2 denotes disagree, 3 denotes neither disagree nor agree, 4 denotes agree and 5 denotes strongly agree.

### 5.6.1 Statistical Tools /Instrumements Used

For clarification on the working hypotheses appropriate and apt quantitative statistical tests were applied. All the data analysis was carried out by using ‘Statistical Package SPSS Version 20’.

In the study Mean, Standard Deviation, T test, ANOVA and Factor Analysis were used to test the hypotheses and described the present situation of the organizational culture and job satisfaction in the business schools of Pune City.

### 6. Limitations of the Study

1. Due to limited time and resources, this research was only limited to business schools in Pune city. And its conclusion may not be applicable to other educational institutions as well as those business schools which are located outside Pune city.
2. Insufficient availability of data related to this study was another hurdle in the compilation of data. So, the study was based on limited and available primary as well as secondary data. Moreover again due to the time constraint only the teaching staff was covered in this study.

7. **Chapter Schemes**

**Chapter 1**

**Introduction** – In the introduction chapter the researcher has covered the meaning of the term organizational culture, its definition, its process, significance and job satisfaction with their factors, its consequences, meaning of perception, as well as the impact of organizational culture on job satisfaction.

**Chapter 2**

**Review of Literature** - This chapter is devoted to the review of literature to indicate the extent of work already done by earlier researchers.

**Chapter 3**

**Research Design** - In this chapter objectives of the research, hypotheses and methodology have been studied in detail. The sample size, methodology for collection of primary data as well as secondary data, quantitative applied on the empirical data for analysis is covered.

**Chapter 4**

**Profile of Business Schools** – This chapter includes the overview of business schools in India and in Pune city, their historical context, and the current status of teaching staff in business schools.

**Chapter 5**

**Analysis and Interpretation of data** – This chapter dealt with analysis of data collected through the questionnaire which have been
analyzed and presented in Tabular and Graph forms. Statistical analysis has been done.

Chapter 6

Findings, Conclusions and Recommendations - This chapter dealt with the findings and recommendations on the basis of the findings and analysis of the data done. The conclusion and recommendations are presented in an exhaustive manner.

Annexure
Copy of the questionnaire circulated is presented.

Bibliography
Right from day one of the commencement of the study till its completion, which ever books, magazines, reports have been referred by the researcher are listed in their alphabetical order.

8. Findings And Conclusions

The data collected for the study was from both primary as well as secondary sources. The data collected from the primary sources was analyzed using ‘Statistical Package SPSS Version 20’. The findings and conclusion of the study is divided in four parts as per objectives of the study. The analysis of the data yielded the following results and findings.

8.1 The Demographic Profile of the Respondents
1. About 50 per cent of the respondents were of the age group between 31 to 40 years.
2. In this study there were about 51 per cent males and 49 per cent females.
3. About three fourth of the respondents were married.
4. In the study about three fourth of the respondents were permanent faculty members.
5. Ninety five per cent of the faculty members were at the level of Assistant Professors.

6. In this study about fifty per cent of the faculty members were post graduates and the remaining were highly qualified.

7. About three fourth of the respondents were having working experience between 1 - 10 years.

8. In the study about 66 per cent of the sample population were having their current monthly income between Rs. 30,001 to Rs. 50,000.

8.2 Objective 1 - To study the organizational culture and job satisfaction prevalent in the Business Schools in Pune city

It is found from the mean and standard deviation calculated on organizational culture that it is satisfactory in the business schools. Job satisfaction is also found to be satisfactory from the mean and standard deviation calculated in this study.

8.3 Objective 2 - To evaluate the impact of organizational culture on the job satisfaction of the teaching staff working in Business Schools in Pune city

8.3.1 Organizational Culture and Management Support

- It is found that the relation explained between organizational culture and management support is positive, since t value is 6.748 and p value is 0.000 which is significant means that the null hypothesis is rejected and it is therefore concluded that there is a significant relationship between organizational culture and management support.

8.3.2 Organizational Culture and Working Environment

- The relation between organizational culture and working environment is found to be positive for t value is 4.586 and p value 0.000 which is significant means that the null hypothesis is rejected.
and it is therefore concluded that there is a significant relationship between organizational culture and working environment.

8.3.3 Organizational Culture and Educational Instruments

- It is found that the relation between organizational culture and educational instruments is positive, since t value is 6.448 and p value 0.000 which is significant means that the null hypothesis is rejected and it is therefore concluded that there is a significant relationship between organizational culture and educational instruments.

8.3.4 Organizational Culture and Job Related Aspects

- It is found that the relation between organizational culture and job related aspects is positive since t value is 9.150 and p value 0.000 which is significant means that the null hypothesis is rejected and it is therefore concluded that organizational culture has positive impact on job related aspects.

8.3.5 Organizational Culture and Motivational Aspects

- The relation explained between organizational culture and motivational aspects is quite high and thus there is a positive impact of organizational culture on motivational aspects because t value is 10.501 and p value 0.000 which is significant rejects the null hypothesis.

8.3.6 Organizational Culture and Perception About AICTE and University

- The relation explained between organizational culture and perception about AICTE and university is low but positive, for t value is 4.154 and p value 0.000 which is significant means that the null hypothesis is rejected and it is therefore concluded that there is a significant relationship between organizational culture and perception about AICTE and university.
8.3.7 Organizational Culture and Perception About Directors

- It is found that the relationship explained between organizational culture and perception about directors is quit high and is positive, for t value is 8.779 and p value 0.000 which is significant hence rejecting null hypothesis and it is therefore concluded that organizational culture has positive impact on perception about directors.

8.3.8 Organizational Culture and Perception About Students

- The relation explained between organizational culture and perception about students is low but is positive which rejects the null hypothesis for t value is 4.215 and p value 0.000 which is significant.

8.3.9 Organizational Culture and Job Satisfaction

- From the statistical analysis the relation explained between organizational culture and job satisfaction is quit high and is positive for t value is 11.195 and p value 0.000 which is significant hence the null hypothesis is rejected and thus organizational culture has positive impact on job satisfaction.

8.4 Objective 3 - To find the effect of demographic features on organizational culture and job satisfaction.

8.4.1 Effect of Age group on Organizational Culture and Job Satisfaction

- It is found from the study that there is no effect of age group on organizational culture and job satisfaction.

8.4.2 Effect of Gender on Organizational Culture and Job Satisfaction

- From the results it is found that gender has effect on organizational culture but gender has no effect on job satisfaction.
8.4.3 Effect of Marital Status on Organizational Culture and Job Satisfaction

- It is found that the marital status has effect on organizational culture and as well as on job satisfaction.

8.4.4 Effect of Employee Status on Organizational Culture and Job Satisfaction

- It is found that employee status has no effect on organizational culture whereas it has effect on job satisfaction.

8.4.5 Effect of Designation on Organizational Culture and Job Satisfaction

- From the statistical result it is found that the designation has no effect on organizational culture, as well as designation also has no effect on job satisfaction.

8.4.6 Effect of Educational Qualification on Organizational Culture and Job Satisfaction

- It is found from the study that educational qualification has no effect on organizational culture, whereas educational qualification has effect on job satisfaction.

8.4.7 Effect of Working Experience on Organizational Culture and Job Satisfaction

- It is found that working experience has effect on organizational culture, whereas working experience has no effect on job satisfaction.

8.4.8 Effect of Current Monthly Income on Organizational Culture and Job Satisfaction

- It is found that the current monthly income has no effect on organizational culture, whereas current monthly income has effect on job satisfaction.
8.5 **Objective 4 - To find the various factors which form the organizational culture.**

From the statistical analysis 66.31 per cent of the variance is explained by the eight factors which forms the organizational culture are:

- Co-operative Attitude (with 12.54 per cent),
- Optimistic Behaviour (with 9.59 per cent),
- Development Policies (with 8.86 per cent),
- Team Spirit (with 8.05 per cent),
- Loyal Aspects (with 7.94 per cent),
- Up to date sharing of knowledge (with 7.56 per cent),
- Progressive Nature (with 7.14 per cent)
- Students Impact (with 4.61 per cent)

9. **Recommendations**

On the basis of primary data and secondary research (analysis of questionnaires), the following recommendations are recommended:

1. The management should try for open discussion with the staff regarding various options available, which will in turn help the staff to achieve the healthy work-life interaction.

2. To create favourable work conditions for the institution. Guide the employees to communicate effectively, build good interpersonal relations within the institution, in order to have a good environment.

3. To ensure right-sizing strategy within the organization where there is a shortage of employees and train them up appropriately for future positions.

4. About 45 per cent respondents have agreed that their management is not full of bureaucracy. This situation calls that still there is a need for a clear structure, chain of command and
coordination mechanism systems to enhance the performance of the employees.

5. The study revealed that about 40 per cent respondents have agreed that their management allows them to involve in decision making process along with their Directors. So, in order to achieve better performance more involvement of the concerned employees in decision making process would pay good dividend.

6. Feedback on management provides adequate medical facilities to the staff has revealed that around 44 per cent of the teaching staff has agreed, whereas other employees want this facility. Thus there is a need to take effective steps to improve this situation which will have a positive effect on employees performance and profitability.

7. The study revealed that about 40 per cent respondents found the seating arrangement for the students was not inadequate. This situation calls for some remedial steps by the management.

8. About 32 per cent respondents have agreed that they were facing problem in college for want of staff quarters. So the management should provide all the required infrastructural facilities in order to motivate their employees’ welfare.

9. It is pertinent to note that about 33 per cent respondents have agreed that their organizations did not have video conferencing facilities. This aspect needs to be looked after seriously so that the teaching staff can use their knowledge and creative presentations in their lectures which in turn will give them more satisfaction.

10. It is found from the study that only 10 per cent of the respondents have received Ph.D. degree. Therefore, management should
motivate its staff for more research degrees so that instead of imparting theoretical or conceptual knowledge to the students through lecture methods, the employees can adopt modern research techniques also.

11. Conscious steps are required to be taken by the management specially in allocating the work load to the teaching staff, as it is revealed from the study that about 49 per cent respondents have agreed that their work load should be less so that they can focus more effectively and can do justice with their students through their teaching.

12. Job security has been the key component for job satisfaction, so the management of the business schools must maintain a safe environment for working so that the teaching staff does not feel insecure in terms of their service tenure or about any other things.

13. About 49 per cent respondents agreed that they will be getting leave to go abroad for further studies / research work. This indicates that the institutions should assure more faculty development programmes for the employees so that more growth opportunities and advancement in their career are provided in order to bring out their hidden talents.

14. Communication is highly valued by employees in every age group, so the management of the business schools must know the value of being able to communicate effectively with their employees as this directly influences the job satisfaction of the employees.

15. Promotion policy and recruitment policy should be strengthened further to satisfy the employees as well as to attract the skilled employees towards this profession.
16. It is observed from the study that business schools should give clarity about the roles and responsibilities to their employees. More of the staff of the business schools is clear about their roles, more satisfaction they will get. This will also negate any chances of role ambiguity and role expectation conflicts.

17. Management should provide training to all their staff, irrespective of their qualifications and skills, as training brings positive changes, and enhances employee’s knowledge, skills, behaviour, aptitude and attitude towards the requirements of their jobs in the business schools.

18. Fairness as perceived by the employees is very important for rewards, so management should compensate the teaching staff on fair basis which will attract, and motivate professionals. Ultimately the staff will move towards the high level of job satisfaction and will be available for future challenges in the organization.

19. Motivation is a key factor in reducing job stress among the employees, so motivation should be encouraged. For the employees who are highly motivated will feel happier and will be willing more to work for the organization.

20. As the study revealed that about 44 per cent respondents were satisfied with their Directors’ behavior. So still there is a need for the Directors’ behavior of the business schools should be biasfree and should empower the employees, believe in their ability and give them the support they need to achieve organizational goals by providing freedom to their staff in deciding how to achieve the required results through innovation, decisiveness, and action.
21. The management of business schools should consider formulating a compensation policy, health and insurance policy, as well as retirement policy which is justified according to the job responsibility and designation of the employees so that they will be satisfied with their jobs.

22. Every individual has his different culture and beliefs that he works with and when he joins an organization that has a completely different culture and beliefs from his own, he should be allowed to internalize himself first with the organization’s culture and values so that he can cope up with them.

23. In case where an organizational culture must be changed, employees must first of all be notified and should know that the old culture is being changed and that should not affect their performances.

24. Organizational culture must be a binding on all the teaching staff of the institutions as this will encourage uniformity among them and thus will enhance the commitment and group efficiency.

25. Job satisfaction and productivity are very much related and linked to each other. Increase in production cannot be achieved both in quality and quantity unless the performers are satisfied. Redresses of employees concern are a routine process and hence it should be reviewed periodically.

26. More opportunities for promotion chances for the talented employees should be increased in the institutions.

27. In order to establish the relative importance of the culture construct, it is necessary to continue investigations on the effects of organizational culture on the objectives of organizational performance, productivity, and the effectiveness of changed
programs. Therefore, large-scale multi organizational studies are needed.

28. Many organizations just carry out appraisal of employees’ satisfaction but do not pay attention to the role of monitoring. So the management must follow justified monitoring methods for improving employees satisfaction. It is also necessary to built up sound solutions to improve satisfaction based on experiences gathered.

10. **Future Scope for Research**

Following are the areas which can be studied by other researchers:

1. A study of the relationship between faculty satisfaction and students’ satisfaction in educational institutions can be of great importance to attract students in this era of growing competition.

2. It is suggested that for future research a proportionate stratified random sample can be used to compare several public sector institutions using a larger sample.

3. This study considered only few facets of Job Satisfaction like Management Support, Working Environment, Educational Instruments, Job Related Aspects, Motivational Aspects, Perception about AICTE & University, Perception about Directors, and Perception about Students. There may be other factors that may affect job satisfaction level which may not have been included in this research, can be used for further researches.

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